In 1979, Kotchman graduated from the U.S. Military Academy with a B.S. in applied science and engineering, and was commissioned in the Ordnance Corps. As Deputy PEO GCS, Kotchman oversees a variety of Army fighting equipment, including the Abrams tank, Bradley Fighting Vehicle, Stryker family of vehicles, robotics systems and artillery systems.

ALTESS News

The Acquisition, Logistics and Technology Enterprise Systems and Services (ALTESS) Product Management Office, the acquisition domain's gatekeeper, remains vigilant and ready to implement the latest business and technological improvements to equip our users with tools to better manage their programs and responsibilities. This article updates you on the latest ALTESS developments and informs you of upcoming workshops, hands-on training events, conferences, symposiums, ALTESS history, recent architecture efforts and ALTESS' role in acquisition workforce training. It is an honor to be able to address the community in this respected publication, and we look forward to bringing you much more news and information on relevant issues facing today's acquisition community in the near future.

ALTESS History

ALTESS was originally established as the Ordnance Industrial Data Agency (OIDA). Our mission was to collect and process ordnance industrial capability data for more effective management of national ordnance procurement and production programs.

The Deputy Chief of Staff for Logistics (DCSLOG) renamed OIDA the Data Processing Center (DDPC) in 1962. Assigned to the Deputy Chief of Staff for Research, Development and Acquisition (DCSRDA) in 1974, the DDPC was renamed the U.S. Army Research, Development and Acquisition Information Systems Agency (RDAISA). In 1978, RDAISA became a U.S. Army Computer Systems Command field operating agency, transferring to the U.S. Army Information Systems Command from 1985 until 1993, then to HQDA.

When HQDA reorganized in 1987, RDAISA was assigned to the Assistant Secretary of the Army for Research, Development and Acquisition (ASARDA). In 1999, ASARDA was redesignated as the Assistant Secretary of the Army for Acquisition, Logistics and Technology (ASAALT). Under both ASARDA and ASAALT, RDAISA remained under the Deputy Assistant Secretary for Plans, Programs and Resources. Redesignation of RDAISA as Product Manager (PM) ALTESS under PEO Enterprise Information Services (PEO EIS), formerly known as Standard Army Management Information Systems, was initiated by the Army reorganization in October 2001.

During the 44 years that this organization has provided automation support for the Army's materiel acquisition and budget preparation mission, enormous advances have occurred in information technology (IT). Throughout dramatic changes in the IT world, ALTESS has been an information management leader. ALTESS has kept pace with the dynamic nature of technological innovation by evolving from a first-generation, batch-oriented mainframe operation to a network-centric, knowledge-based, collaborative environment.

Since 1987, ALTESS has supported the Army Acquisition Executive (AAE) and his staff. Today, our mission has evolved to support the Army acquisition domain. We are responsible for supporting the AAE, his staff, PEO and program/project/product managers. ALTESS provides various products and services to the acquisition community including acquisition information management, Probability for Success Web, Army, RDA, Update Computer System (WARBUCS), procurement and research, development, test and evaluation forms, Acquisition Career Record Briefs, Individual Development Plans (IDPs) and Chief Information Officer Assessments. ALTESS is the Defense Acquisition University (DAU) temporary duty coordinator and hosts PEO Ammunition and the U.S. Army Research, Development and Engineering Command (RDECOM).

Army Acquisition Business Enterprise Architecture (AABEA)

The Army can achieve substantially higher acquisition cost savings in IT by following the industry's lead in developing the enterprise architecture (EA) for Army acquisition. Commercial companies' lessons learned provide invaluable insight to EA's implementation into business processes. Acquisition business processes should include streamlined and seamless business practices. To achieve higher cost savings, the Army must reengineer business processes within its organizational structures (acquisition domains). This shift will require a focus change from individualized business functions to a top-down approach. Within the Army acquisition domain, each PEO has made significant IT investments to ensure that the systems produced provide force superiority through technical advantage. Also, HQDA has invested in comprehensive oversight functions and capabilities to ensure the systems developed are managed and produced efficiently. However, there are inconsistent and convoluted business processes that

Rosie Williamson, ALTESS Visual Information Specialist, briefs (left to right) LTC Fernando L. Torrent, PM ALTESS; Joe C. Capps, Director, Enterprise Systems Technology Activity Network Enterprise Technology Command; Vernon M. Bettencourt, Deputy Chief Information Officer (CIO)/G-6; and LTG Steven W. Boutelle, CIO/G-6.

fail to streamline activities, causing a decrease in available funds for direct support to the warfighter. Using best practices, sound business decisions and core business EA principles and objectives in the acquisition business process will help the Army save money and better protect warfighters.

Recent government legislation emphasizes the need to pursue interoperable, integrated and cost-effective business practices and capabilities within each organization across DOD. *Public Law (PL) 107-314 (National Defense Authorization Act FY03)*, Section 1004, discusses the Business Management Modernization Program (BMMP) Authority to operate. Its purpose is to "support warfighters with world-class business operations." A BMMP strategy is "developing and maintaining the business EA."

The Government Performance and Results Act (GPRA) of 1993 and *Information Technology Management Reform Act (ITMRA)*, also known as the *Clinger-Cohen Act of 1996* are two other legislative acts that impact DOD architecture analysis and integration activities. Together, *PL 107-314*, *Clinger-Cohen* and *GPRA* serve to codify the efficiency, interoperability and leveraging goals being pursued by DOD's commands, services and agencies. In response to these laws, and the delineation of roles, the responsibilities documented in the Army Knowledge Management Plan and the ASAALT Strategic Plan, the Deputy Assistant Secretary of the Army (DASA) for Plans, Programs and Resources (PP&R) was tasked to provide compliant architecture products.

To support the AABEA initiative, Steven Love, under the direction of DASA PP&R, and LTC Fernando L. Torrent, PM ALTESS, are jointly working to integrate and develop operational and systems architecture across the acquisition domain. Love heads the Knowledge Management Coordination Office, which is responsible for AABEA oversight, focusing on knowledge management, strategic objectives, documenting business processes and capturing architecture elements and taxonomy across domains, developing AABEA artifacts, AABEA Concept of Operations and the ALTESS AABEA Plan. PM ALTESS will manage the technical infrastructure and provide content management, including hosting the Army Acquisition Architecture Database, maintaining hardware and software, and providing software configuration and systems engineering support.

The AABEA provides a capability that enables efficient documentation, visualization, mapping and modeling processes and technologies intrinsic to the acquisition life cycle. A suite of techniques is providing the technical and program management support for identifying, developing and continuously evolving architecture requirements. The goal is to enable the acquisition community to fully realize DOD Architecture Framework (DODAF) products and add value by developing domain-specific products. AABEA helps:

• Develop objective-supporting documentation for recommendations provided to Army and OSD senior staff in personnel- and budget-related issues.
• Transition current processes and technology infrastructure to an enterprise network-centric interoperable environment such as the Advanced Collaborative Environment.

The desire to streamline the acquisition life cycle to rapidly and effectively field the appropriate weapon systems to support warfighters is a high priority. AABEA will provide a mechanism for understanding and managing both the processes and systems.

EA

OMB Circular A-130: Management of Federal Information Resources cites an EA as "the explicit description and documentation of the current and desired relationships among business and management processes and information technology."

EA provides:

• A blueprint of where you are and what you want to achieve.
• A map for planning how to get where you want to be.
• An integrated perspective of what is affected and what must be done.
• A way to strategically align a company with its business investment.
• A way to manage IT assets as a portfolio rather than as individual items.

Why Develop EA?

EA provides a comprehensive and/or structured description and a common understanding of your business, information flows/exchanges and systems and technologies. As such, EA supports analyses and decision making for communities with various objectives such as the planning, programming, budgeting and execution process; defense acquisition systems; and operations. Likewise, EA improves interoperability among systems through better-documented interfaces, information exchanges and more efficient reuse of data. EA also reduces redundancy among business IT systems resulting in cost savings that provide additional funds for direct support to warfighters, increases in efficiency and enhancements in data integrity and security. Additionally, EA improves collaboration across the acquisition community and related domains — including accounting, finance and logistics — resulting in enhanced communication and coordination, alleviating staffing issues (retirement, deployment and mobility) and improving accountability and accessibility.

Training the Army Acquisition Workforce

A key ALTESS responsibility is to execute the Army's DAU Training Program. DAU training is mandatory for workforce members to meet position certification requirements within a limited time frame. With the ever-increasing mission demands placed on the workforce and its limited resources, it's challenging to provide DAU training in a timely manner to meet the evolving acquisition workforce's needs.

The Army Deputy Director of Acquisition Career Management (DDACM) tasked ALTESS with this mission in 1996, when the workforce included nearly 24,000 military and civilian members. ALTESS processed applications and registered students for DAU training and managed the travel dollars to get students to training locations. It was a monumental task for students to apply, register and attend DAU training. Students had to complete a *DD Form 1556*, send it to their supervisor for approval and then forward it to their training office for the application to be entered manually into the Army Training and Resources System (ATTRS). Many times ALTESS received the training application late, the information on the application was inaccurate or training offices failed to notify the students once they had a reservation. This resulted in students' frustration, missed training, unfilled seats and a delay in certification. In addition, the students' organizations had to prepare their travel orders. Often, the incorrect financial information created problems with voluminous negative unliquidated obligations and unmatched disbursements.

ALTESS Facility Engineer William Denny, center, gives a tour to (from left to right) Lee Harvey, Deputy PEO EIS; Military Deputy to the Assistant Secretary of the Army for Acquisition, Logistics and Technology LTG Joseph L. Yakovac Jr.; and LTC Fernando L. Torrent, PM ALTESS.

Because ALTESS personnel were determined to improve the application process and provide better student customer service, they worked diligently on developing a new system. In 1999, the first automated Internet application system for DAU training was unveiled — the ATRRS Internet Training Application System (AITAS) (**https://www.atrrs.army.mil/channels/aitas/**).

AITAS allowed students to prepare their own applications and submit them through their supervisors directly to ALTESS, bypassing the need for manual input by their training offices. This provided added value to the student and reduced the workload for training offices. DAU training classes had more filled seats. Since then, the U.S. Navy and U.S. Air Force have adopted DAU's application system as the model for their own Internet training application systems.

Beginning in May 2000, the centralized travel order issuance module in AITAS was unveiled. It relieved the students' organizations from locally preparing travel orders and allowed ALTESS to correctly and centrally cite funds.

Today, ALTESS serves more than 38,000 acquisition workforce members by processing training applications, establishing priorities and issuing travel orders. AITAS has evolved since 1999, better assisting students and helping to streamline the training process. ALTESS personnel continue to look for innovative methods to enhance the application system and improve customer service. One such initiative is the ATRRS Data-On-Demand, **https://www.atrrs.army.mil/channels/dataondemand**, where students can review class schedules, locations, vacancies, etc. Commands and organizations can also use Data-On-Demand to review DAU training statistics.

ALTESS is creating more initiatives that will enhance student services and further reduce student-training costs. One such initiative is the new travel management system that is being integrated with the training application system. This will provide a one-stop student travel process. ALTESS' commitment to train and provide the best customer service resulted in more than 24,000 workforce members receiving training in FY04. ALTESS has helped the Army achieve the lowest student training costs for DAU training and the highest training utilization rate (averaging 95 percent since 1996) of all DOD services.

However, it is ALTESS's personal touch that gets the mission done. ALTESS personnel are in daily contact with students, supervisors, training personnel and the Defense Finance and Accounting Service to resolve training and travel issues. Whether a student is being deployed, cannot travel, can only train at a specific time or is training for promotion, ALTESS meets these challenges and provides outstanding service and assistance.

If you are interested in learning more about our products and services, please contact ALTESS at (540) 731-3434 or DSN 231-3434.

Worth Reading

The Donkeys

Alan Clark
Pimlico, 1961

Reviewed by Scott Curthoys, a counterintelligence analyst contracted to a federal agency, and a retired Army military intelligence and foreign area officer.

Military observers and members of the media are increasingly discussing how the war in Iraq is taking a toll on the U.S. military. It has been suggested that the war in Iraq is destroying the Army. Much of this recent speculation can be attributed to the 2004 presidential campaign. Nevertheless, influential

people in political circles sympathetic to the Bush administration and its policies are also voicing concerns.

Despite these concerns, the professional core of the Army still stands as a viable fighting force. The war in Iraq is not going to destroy the professional foundation of the U.S. Army. This stands in stark contrast to the fate that befell the United Kingdom's Regular Army units in 1915, a destruction told with grace and poignancy by well-known military historian, the late Alan Clark, in *The Donkeys*. (The book's title is derived from a conversation between two German officers in which British soldiers are described as fighting like lions but led by donkeys.)

In Clark's own words, *The Donkeys* is, "The story of the destruction of an army — the old professional Army of the United Kingdom that always won the last battle … and were machine gunned, gassed and finally buried in 1915." The reasons Clark offers for this destruction should resonate with today's leaders at all levels.

Clark does an excellent job of describing the British army's senior leaders at the beginning of WWI. He sketches the personalities of the principals, their relationships with each other, the conditions of the soldiers and the gap between the army's senior leaders and its private soldiers. However, the reader can sometimes become lost in the parade of names because Clark assumes a certain level of historical knowledge on the reader's part.

He highlights the tensions between senior British and French leaders. Relations between British Commander-in-Chief Field Marshal Sir John French, his French counterpart and their respective staffs, were often marked by distrust and arrogance. The reader gets a palpable sense that the French military leadership looked down on their British comrades and viewed them simply as support to the French army's main effort.

Unlike WWII where the major combatants drew on lessons from the previous world war, the British had no repository of experience in WWI. They engaged new weapons using old tactics. Consequently, British commanders constantly sought to create the conditions of open maneuver for cavalry only to be blunted by machine guns, gas and the limits of their own tactical thinking.

Clark describes in stark detail the four major battles of 1915 — battles that decimated the British regular army and caused the United Kingdom to turn to Kitchener's recruits for help. The Neuve Chapelle battle plan, where massed